Manitoba Métis Economic Development Strategy

FINAL REPORT

Canada

Manitoba

MANITOBA MÉTIS ECONOMIC DEVELOPMENT STRATEGY

FINAL REPORT

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Acknowledgement

It is with great pleasure that the Province of Manitoba and the Manitoba Metis Federation introduce the final document on the Manitoba Métis Economic Development Strategy (MEDS).

It was the vision of former Manitoba Premier Gary Doer and Manitoba Metis Federation (MMF) President David Chartrand to develop a strategy that would provide the MMF with the capacity to support the federation's economic vision and ensure a prosperous future for the Metis people of Manitoba.

By coming together to support a common vision, we can improve understanding and we can support services that enhance economic prosperity for Metis people of Manitoba and for all Manitobans.

The Province of Manitoba and the Manitoba Metis Federation acknowledge all the stakeholders and individuals who took part in creating the Manitoba Métis Economic Development Strategy; our political leaders, federal, provincial and MMF staff and the Metis business community. We extend our special thanks to the Metis Economic Development Table members:

Government of Manitoba

The late Oscar Lathlin
Former Minister of Aboriginal and Northern Affairs

Jim Rondeau, Minister of Healthy Living, Youth and Seniors

Greg Dewar, member of the Manitoba Legislative Assembly

Manitoba Metis Federation

Elbert Chartrand, Minister of Finance

Jack Park, Minister of Economic Development

Judy Mayer, Vice President, The Pas Region

Government of Canada

Rod Bruinooge, Parliamentary Secretary to the Minister of Indian Affairs and Northern Development and Federal Interlocutor for Métis and Non-Status Indians.

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Introduction

This report documents the overall outcomes of the Manitoba Métis Economic Development Strategy project, a joint effort with the active participation of the Manitoba Métis Federation, the Province of Manitoba and the Government of Canada and facilitated by Chinook Solutions ('the consultant'). The project began in the fall of 2007 and concludes with the delivery of this report.

The goal of the project was to facilitate and draft an economic development strategy up to and including step 5 of Chinook Solutions' Strategic DNA® methodology. This included the development of four essential components of the final strategy; the overall vision, a validated strategy map, key performance metrics and a portfolio of strategic initiatives. These components were developed in a manner intended to build the alignment, buy-in and ownership of the principal participants.

The methodology develops the strategy by decomposing each of its components using the vision as the starting point. Each component is developed on the base of its predecessors so they remain consistent with the ambition stated by the vision. By maintaining strong connections between the components of the strategy, a steadily deepening degree of clarity is produced.

In this report the reader will find an overall description of the project and its principal outcomes. Lengthy descriptions are summarized with the full content then provided as appendices or separate exhibits as necessary. The full details of internal project deliverables, workshop outputs and original work-in-progress documents are provided in a separate Exhibits document.

Project Overview

The project was a collaborative undertaking to develop a Manitoba Métis Economic Development Strategy. The project work was organized into five phases and began in earnest with kick-off meetings in early October 2007:

Phase 1: The Organizational Phase

Phase 2: Vision Formulation

Phase 3: Strategy Clarification

Phase 4: Identify Targets

Phase 5: Initiative Portfolio Selection

Organizational Phase

The project was organized through the formation of a Métis Economic Development Table ("the Table") that included senior representation from the Manitoba Métis Federation, the Province of Manitoba and the Government of Canada. A Planning and Coordinating Committee ("the PCC") was formed as a

working group reporting to the Métis Economic Development Table and Chinook Solutions Inc. were retained as consultants to facilitate the planning process. The PCC included representation from the:

- Manitoba Métis Federation (MMF),
- Manitoba Aboriginal and Northern Affairs (ANA),
- Manitoba Competitiveness, Training and Trade (CTT),
- Manitoba Science, Technology, Energy and Mines (STEM),
- Manitoba Agriculture, Food and Rural Initiatives (MAFRI),
- Indian and Northern Affairs Canada (INAC) Economic Development and
- INAC Office of the Federal Interlocutor.

Vision Formulation Phase – "Where we'd like to get to"

The vision formulation process explored the overall economic development goals first in a series of seven leadership interviews (with Table members) and then in two working sessions with the Planning and Coordinating Committee. The outcome of the phase was a vision statement supported by a vision story (Exhibit 1) that was validated with the Table in December 2007. The vision statement calibrated expectations and set the scene for the subsequent phases by articulating the ultimate outcome the strategy and initiative portfolio is intended to produce.

Strategy Clarification Phase – "How we plan to get there"

Once the vision had been validated with the Economic Development Table, the next phase was to develop a strategic road-map for achieving that vision. Thirty-seven interviews were conducted with a representative cross-section of stakeholders knowledgeable about Métis participation in the economy from public, private and not-for-profit perspectives. A straw-man strategy map was developed from their insights and refined in a PCC working session. The map shows specific objectives and the logical relationships between them organized into "thrusts" reflecting the principal vision goals described in the previous phase. The final map was then validated with the Table in February 2008. It is supported by a textual narrative (Exhibit 2) that provides a written explanation of the strategy.

Identify Targets Phase – "How we'll know we're making progress"

For reasons of clarity and ease of understanding, the 'identify targets' phase was conducted immediately after the draft strategy map had been prepared so the metrics could be presented to Table at the same time as the strategy. Straw-man targets (Exhibit 3) were prepared for each objective and refined in a PCC working session to prepare draft metrics for each thrust. The metrics were validated with the Table at the same time as the Strategy Map in February 2008.

Initiative Portfolio Selection Phase – "What we should <u>do</u> to get there"

The final phase was to identify a portfolio of initiatives that could be recommended to produce outcomes that would measurably achieve the objectives and ultimately result in the success of the vision. This meant identifying those existing initiatives (initiatives, projects, programs and other actions)

that would most contribute to Métis Economic Development and then proposing new or improved initiatives to fill any gaps. A straw-man portfolio (Exhibit 4) was produced during three intensive PCC working sessions in April 08. The portfolio was then reviewed and revised by the participants and their organizations during summer 2008 to produce the draft initiative portfolio described in this report.

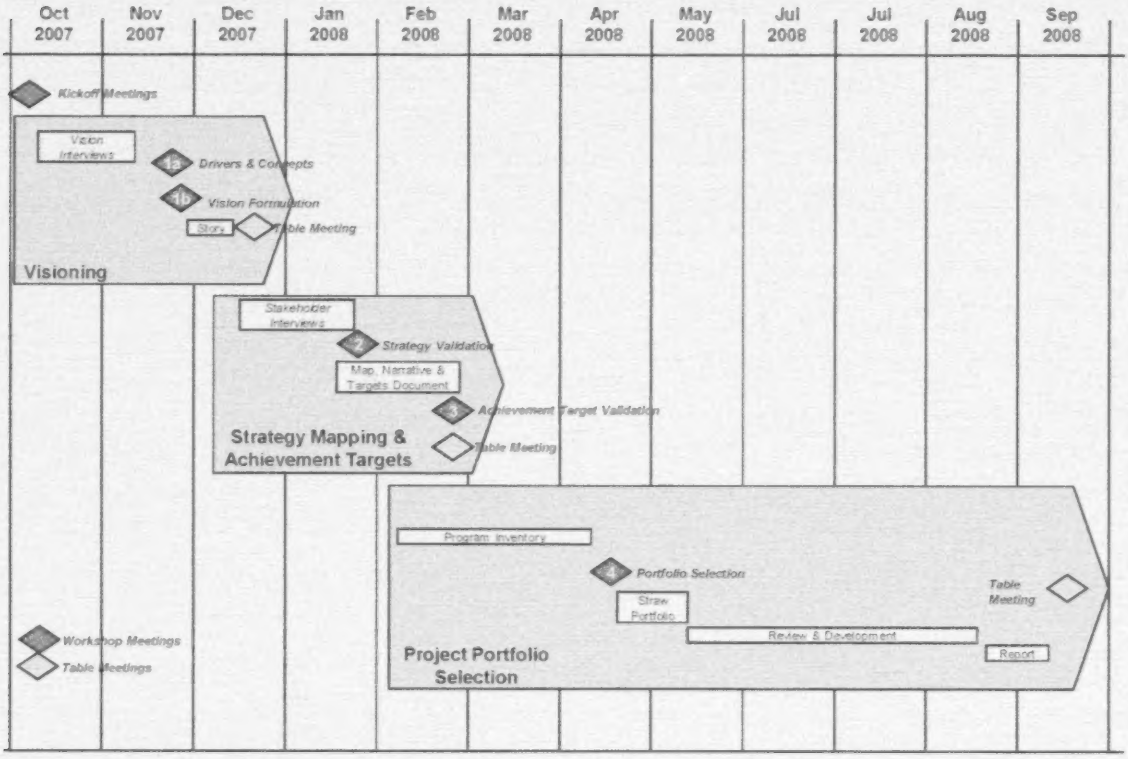


Figure 1 – Overview of Project Activities

Overview of Vision

Complete details of the participants, work and outcomes produced during the vision formulation process are provided in Exhibit 1. The following is a summary.

The vision formulation process identified 82 significant factors that are, will or might influence Métis participation in the economy. These trends, expectations and uncertainties were analyzed to identify 11 significant drivers of change and a desired end-state. The end-state – articulated as a vision statement with specific goals - describes the impact a successful economic development strategy could have on individuals, businesses, organizations and governments.

Principal Drivers of Change

1. People are increasingly mobile (and are leaving for urban centres) which is eroding Métis culture and communities

2. Growing Métis identity and assertion of Métis rights is driving a distinction-based approach to economic development.
3. Distinction-based approaches are opening new doors to Métis economic development.
4. Successful communities and families are essential to achieving Métis economic development potential.
5. Career opportunities are increasingly dependent on education, skills and knowledge.
6. Climate change and concern over environment is creating new opportunities.
7. Major infrastructure projects represent key opportunities for Métis.
8. "Duty to consult" will generate benefit agreements for Métis leading to increased economic opportunities.
9. Information Communications & Technologies are becoming integral to business success in global and local economies.
10. Functioning relationships with government, the private sector and communities locally and globally are essential to success in the marketplace.
11. Private investment is increasingly important in public support to business and economic development

Vision Statement

Fostering strong, healthy and self-reliant Métis families, local communities and businesses in the immediate, medium and long-term by:

- **Understanding** the evolving opportunities and barriers to Métis economic development
- **Positioning** people, businesses and governance to take advantage of economic opportunities
- **Recognizing, anticipating and creating** economic opportunities promptly and decidedly and coordinating actions to seize them
- **Building and maintaining** networks, relationships and partnerships
- **Connecting** workers and businesses with appropriate opportunities to pursue
- **Stimulating and supporting** the start-up and growth of businesses and partnerships with both the private and public sectors

...so Métis quality of life is comparable to that of other Manitobans and Canadians.

Overview of Strategy Map

The strategic framework is not a consensus view for a single collective strategy. It is intended as a guide for individual participating organizations as they consider where they can contribute to the overall Métis economic development 'bigger picture'. No one organization is expected to agree with the entire map but they should be able to accept as reasonable that other organizations may take action in the areas they do not themselves support directly.

This framework is represented as a single-page strategy map (Appendix 1) that identifies strategic objectives and the relationships between them (i.e. a logic model). The strategy narrative (Exhibit 2)

provides a detailed textual explanation of that map while performance metrics add depth of meaning for each of the principal thrusts. The strategy map does not present specific initiatives but serves as the framework for their development.

The Strategic Thrusts

The strategy map identifies five strategic thrusts that will build toward the achievement of the vision and which closely reflect the specific vision goals (although two of the vision's goals have been combined into a single thrust on the map).

1.	**Understand**	Understanding the evolving opportunities and barriers to Métis economic development.
2.	**Position**	Positioning people, businesses and governance to take advantage of economic opportunities.
3.	**Connect**	Building and maintaining networks, relationships and partnerships and then using them for connecting workers and businesses with appropriate opportunities to pursue.
4.	**Recognize...& Seize**	Recognizing, anticipating and creating economic opportunities promptly and decidedly and coordinating actions to seize them.
5.	**Stimulate & Support**	Stimulating and supporting the start-up and growth of businesses and partnerships with both the private and public sectors.

Initiatives will be undertaken in all thrusts throughout the strategic planning horizon. However, the majority of *early* initiatives and results will likely originate from the lower numbered thrusts and *later* ones from the higher numbered thrusts. This is to be expected as the later thrusts will depend in part on the results of the earlier thrusts. So, the first thrusts may appear more intuitive and tangible as their results are intended to be more immediate. Clarity will increase for the later thrusts over time as earlier objectives are accomplished and more attention is applied to these subsequent objectives.

The five thrusts provide an overview of the strategic framework for achieving the vision. Each thrust contributes to the foundations for the later thrusts and so can be illustrated as a stairway building on each other – for example the thrust to recognize and seize opportunities will be greatly enabled by the better understanding of the situation, improved positioning of workers and businesses, and their increased connectivity.

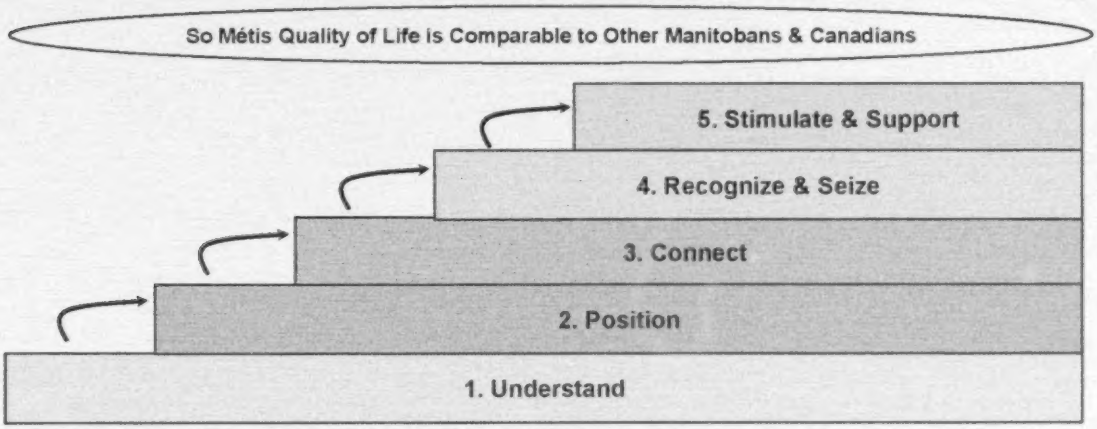

So Métis Quality of Life is Comparable to Other Manitobans & Canadians
5. Stimulate & Support
4. Recognize & Seize
3. Connect
2. Position
1. Understand

Figure 2 - Strategic Thrusts Building to Achieve the Vision

Overview of Metrics

Key performance metrics were identified for each of the five strategic thrusts as follows:

Thrust		Performance Metrics
1	Understand	A *value creation index* including specific measures of jobs created, identifiable business revenue growth and the number of ventures created set against the magnitude of investments of funds and other resources.
2	Position	The number of students on business courses (MARHD)
		The number of students on entrepreneur courses (LRCC), their pass rates, the number of businesses they create and the number of those businesses still active after one year.
		The number of skill upgrades delivered (PRI/LRI)
		The percentage of discouraged workers from the labour force survey
3	Connect	The number of Métis business registrations on government business networks
		The number of Métis businesses awarded government contracts (segmented by contract size)
		The number of Métis businesses that are members of the Aboriginal Chamber of Commerce (segmented by size of company)
		The S35 consultations database
		Median income by ethnicity (from Canada Revenue Agency)
		Income distribution by gender, geography and age (from Canada Revenue Agency)
4	Recognize...and Seize	The number of successful proposals made (data combined from multiple sources)
		The number of opportunities identified and satisfied by the economic development organization
		The number of documented success stories
		Increasing size and frequency of contract awards to a company
5	Stimulate and Support	The number of small, medium and large business start-ups
		The number of small, medium and large business failures
		The number of small, medium and large businesses active
		The number of students in capital market training
		The number of businesses provided with advice about capital and business planning
		The number of businesses awarded contracts under the Aboriginal Procurement Initiative.

Overview of Initiative Portfolio

The initiative portfolio is primarily intended to:

1. Establish ongoing leadership and coordination in the field of Métis economic development,
2. Address the self-evident gaps in coverage of existing programs, and
3. Develop a more detailed understanding of less-evident programming gaps so they may be addressed.

The vision and strategy are seen as long-term undertakings but the initiative portfolio must have both long term and short term components. The initiative portfolio is arranged for the first 5 year period. It includes initiatives intended to produce either short/mid-term results or lay ground work for longer term outcomes.

Discussion of Existing Program Coverage

PCC workshop attendees were provided with a list of existing programs that consisted of 37 at the Federal level, 126 Provincial programs and 37 MMF programs. The PCC assessed these programs against the confirmed strategic objectives (on the strategy map) to reveal self-evident and significant gaps.

The overall result was that of the 190 programs considered, the PCC determined that 46 (14 Federal and 32 provincial) were not expected to be significant contributors to this specific strategy.

The PCC then reassessed each of the strategic objectives in light of the program coverage and discussed whether the existing programs would achieve the overall intent of the objectives. Fourteen strategic initiatives have since been framed to enhance those areas PCC felt were not sufficiently covered and one of those initiatives (#4) is specifically intended to make a more systematic review of programs to reveal any less-evident gaps that will also need to be addressed.

Recommended Initiatives

The recommended initiatives are listed here and described in context in the following section.

Initiative 1: Define and Establish the Métis Economic Development Organization
Initiative 2: Evaluate MEDO Success and Performance
Initiative 3: Modify and Expand Small Business and Training Programs
Initiative 4: Identify, Analyze and Address Economic Development Support Program Gaps
Initiative 5: Create a Métis Business Directory
Initiative 6: Prepare a Métis Economic Development Communications Strategy
Initiative 7: Analyze Market Developments to Identify Opportunities for Métis Businesses
Initiative 8: Develop MMF Self-Funding Options
Initiative 9: Create a Métis Capital Trust
Initiative 10: Create a Métis Venture Capital Investment Fund
Initiative 11: Create a Métis Regional Economic Development Fund
Initiative 12: Improve Métis Uptake of Federal and Provincial Procurement Opportunities

Initiative 13: Expand the BizCoach Program
Initiative 14: Capital Market Training and Communications

Discussion of Initiatives by Vision Goal/Strategic Thrust

As previously described, the project's planning approach formulated a collective vision and used that vision to frame the strategy, identify key metrics, recognize programming gaps and opportunities, and then develop a strategically-focused portfolio of recommended initiatives. These disciplined connections between the elements of the vision, strategy, metrics and initiatives permit them to be combined in describing the strategy for achieving the vision as follows:

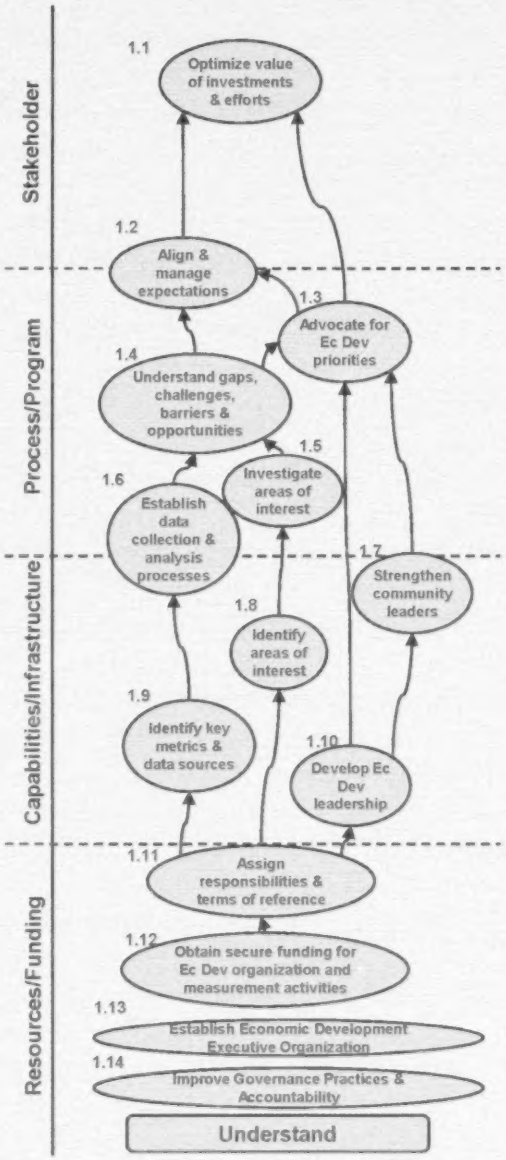
Thrust 1 - Understand

Vision Goal

*"Fostering strong, healthy and self-reliant Métis families, local communities and businesses in the immediate, medium and long-term by **understanding the evolving opportunities and barriers to Métis economic development** so Métis quality of life is comparable to that of other Manitobans and Canadians."*

Strategic Thrust

The first thrust, **Understand**, reflects the need to better understand the evolving opportunities and barriers to Métis economic development so that limited resources can be most appropriately focused. This will ultimately allow optimal value to be produced from collective investments and efforts. Improved measurement of the current and evolving situation is the key to ensuring that the understanding of gaps, challenges, barriers and opportunities are based on more complete and timely information. The establishment of an appropriate organizational entity dedicated to understanding, leading and coordinating Métis economic development will complement those measurement efforts by ensuring that attention is applied to the correct areas. Together these will help focus investments and efforts in the right places while also facilitating the alignment of expectations with fact based needs.



Thrust 1 Initiatives

To better understand the evolving opportunities and barriers to Métis economic development, we recommend:

Initiative 1: Define and Establish the Métis Economic Development Organization

The organizational capacity required to implement the Métis economic development strategy does not currently exist within the MMF. This initiative establishes the Métis

Economic Development Organization (MEDO) to bridge the gap.

The proposed MEDO will need executive capacity to lead and coordinate the implementation of the strategy and related activities. It must own the economic development vision and be broadly recognized as responsible for Métis economic development. While representing all stakeholders, especially Métis businesses and workers, the MEDO must align expectations with fact-based needs to focus efforts on the right places. This includes:

- positioning Métis to seize economic opportunities when they are available;
- building networks, relationships, and partnerships among Métis, Métis businesses and the broader business community;
- ensuring businesses receive the supports they need;
- temporarily stepping in to fill programming gaps;
- maximizing the use of Canada-Métis Human Resources Development Agreement and the Canada-Manitoba Labour Market Agreement to ensure that the skills and training needs of all Métis people are met; and,
- developing labour market partnerships with other governments and industry to maximize labour market opportunities for Métis

Importantly the MEDO will *not* duplicate the activities of existing entities, nor will it become another layer of bureaucracy.

In the short term, an interim committee will be appointed to define the mandate of the organization, appoint an executive and staff the unit. Adequate financial resources and infrastructure will need to be in place until the organization becomes self-funding.

The success of the MEDO will depend on close working relationships with MMF departments, affiliates, all levels of government, sector councils and the business community.

Initiative 2: Evaluate MEDO Success and Performance

While its performance will be monitored on an on-going basis, there is a need for an independent evaluation of MEDO's activities to validate whether it is achieving its mission.

An evaluation framework and metrics will need to be developed as the core functions of the MEDO are defined and data collected on an on-going basis. After operations have been in place for an agreed upon period of time, a comprehensive and independent evaluation of MEDO's operations will be done to ensure it is meeting Métis economic development needs.

As well as measuring overall effectiveness, the evaluation will improve governance, accountability and transparency.

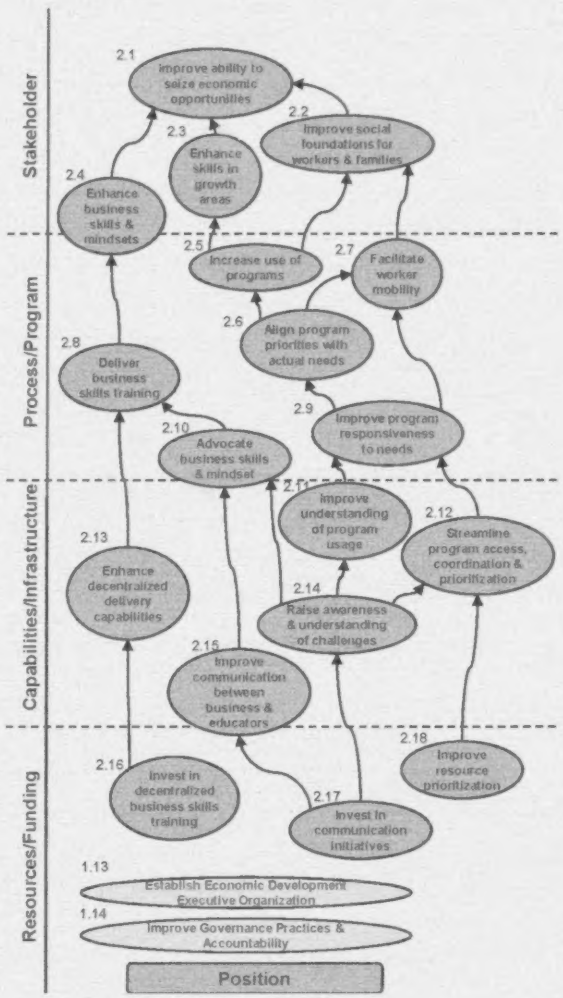
MEDO will coordinate the evaluation process with participation from MMF departments

and affiliates, government stakeholders and the business community.

Thrust 2 - Position

Vision Goal

*"Fostering strong, healthy and self-reliant Métis families, local communities and businesses in the immediate, medium and long-term by **positioning people, businesses and governance to take advantage of economic opportunities** so Métis quality of life is comparable to that of other Manitobans and Canadians."*


Stakeholder
Process/Program
Capabilities/Infrastructure
Resources/Funding
2.1 Improve ability to seize economic opportunities
2.2 Improve social foundations for workers & families
2.3 Enhance skills in growth areas
2.4 Enhance business skills & mindsets
2.5 Increase use of programs
2.6 Align program priorities with actual needs
2.7 Facilitate worker mobility
2.8 Deliver business skills training
2.9 Improve program responsiveness to needs
2.10 Advocate business skills & mindset
2.11 Improve understanding of program usage
2.12 Streamline program access, coordination & prioritization
2.13 Enhance decentralized delivery capabilities
2.14 Raise awareness & understanding of challenges
2.15 Improve communication between business & educators
2.16 Invest in decentralized business skills training
2.17 Invest in communication initiatives
2.18 Improve resource prioritization
1.13 Establish Economic Development Executive Organization
1.14 Improve Governance Practices & Accountability
Position

Strategic Thrust

The second thrust, **Position**, is intended to improve the ability of individual Métis to seize economic opportunities when they are available. In general terms it is about helping people have the right skills, effective support from the right programs, and the improved social foundations they need to seize opportunities (The 'Understand' thrust will help clarify just which are the right skills and the right programs). To make this help more broadly available it will be necessary to decentralize training and improve communication – particularly between businesses and educators and between program users and program providers.

Thrust 2 Initiatives

To better position Métis people, businesses and governance to take advantage of economic opportunities, we recommend:

Initiative 3: Modify and Expand Small Business and Training Programs

In 2006-07, the LRCC delivered an entrepreneurial training program for prospective small business owners in Winnipeg. After one year, all participants in the program were operating a successful business. Replicating the program in other parts of the province with strong economic potential has not been possible with existing resources.

Investing in decentralized business skills training will enhance the capacity of small Métis businesses to take advantage of local opportunities in rural and northern Manitoba.

The MMF, coordinating with the LRCC, LRI and the MEDO will lead this initiative. Assistance will be provided by MMF regional and local offices and federal and provincial departments.

Initiative 4: Identify, Analyze and Address Economic Development Support Program Gaps

While the initiatives listed in this strategy address known gaps in programming, we are not able to identify and address the underlying causes of gaps in the many economic development programs offered by government and non-government organizations.

This initiative provides for efforts to identify specific gaps in awareness, coverage, accessibility, availability and outreach of business and other economically relevant programs; to recommend program improvements; and, coordinate and/or assist in their implementation.

Identifying and addressing gaps will be a complex and multifaceted undertaking. To get a better understanding of business needs, a regional survey of business program usage needs to be conducted to determine whether gaps are ones of awareness or an absence of relevant programming. Identifying the reasons why Métis businesses either fail or are unable to grow will be central to the process. Other mechanisms to determine broader gaps and make recommendations to address them will need to be developed.

Addressing economic development and business support gaps will enhance the skills of Métis people and businesses to take advantage of opportunities in Manitoba's economy. It will enhance skills in growth areas for individuals, communities and businesses. A more streamlined process to access programs as well as better coordination between programs is expected to improve effectiveness, efficiency and responsiveness. It will also serve as a catalyst for developing more Métis specific economic data.

The gap analysis will be led by the MEDO, which will partner with MMF departments and affiliates, regional and local offices; the private sector; federal and provincial government departments; and, education and training institutions.

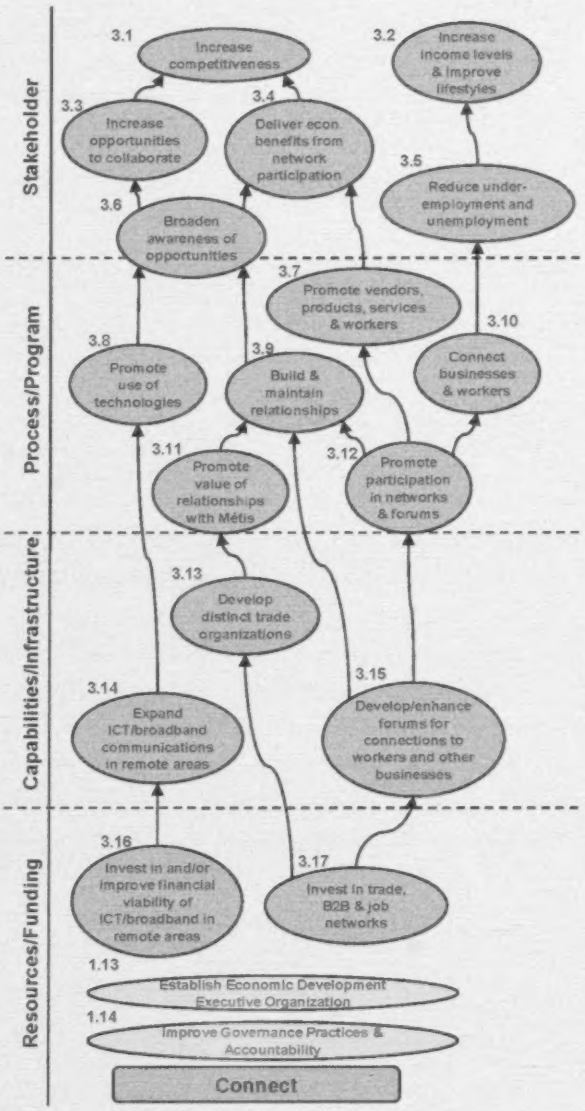
Thrust 3 - Connecting

Vision Goal

Fostering strong, healthy and self-reliant Métis families, local communities and businesses in the immediate, medium and long-term by ***building and maintaining networks, relationships and partnerships and then using them for connecting workers and businesses with appropriate opportunities to pursue*** *so Métis quality of life is comparable to that of other Manitobans and Canadians."*

Strategic Thrust

The third thrust, **Connect**, will result in the increased competitiveness of both businesses and workers while also improving individual income levels and lifestyles. This comes from building and maintaining networks, relationships and partnerships and then persuading businesses to use them to connect with workers and other businesses. The outcomes result from participation in broad networks and specific collaborations while facilitating connections between workers and businesses.


Stakeholder
Process/Program
Capabilities/Infrastructure
Resources/Funding
3.1 Increase competitiveness
3.2 Increase income levels & improve lifestyles
3.3 Increase opportunities to collaborate
3.4 Deliver econ. benefits from network participation
3.5 Reduce under-employment and unemployment
3.6 Broaden awareness of opportunities
3.7 Promote vendors, products, services & workers
3.8 Promote use of technologies
3.9 Build & maintain relationships
3.10 Connect businesses & workers
3.11 Promote value of relationships with Métis
3.12 Promote participation in networks & forums
3.13 Develop distinct trade organizations
3.14 Expand ICT/broadband communications in remote areas
3.15 Develop/enhance forums for connections to workers and other businesses
3.16 Invest in and/or improve financial viability of ICT/broadband in remote areas
3.17 Invest in trade, B2B & job networks
1.13 Establish Economic Development Executive Organization
1.14 Improve Governance Practices & Accountability
Connect

Thrust 3 Initiatives

To connect workers and businesses with appropriate opportunities to pursue, we recommend:

Initiative 5: Create a Métis Business Directory

There is an increasing demand from industry and government stakeholders for a comprehensive list of Métis businesses. Without such a list, economic opportunities for Métis businesses will be lost. At the same time, no stakeholder is able to identify, document and address the specific needs of Métis businesses because there is no comprehensive directory of who makes up this community.

In the past, the MMF and its affiliates have developed Métis business directories, but were unable to keep them up-to-date with existing resources. Similarly, the Aboriginal Chamber of Commerce, and federal and provincial procurement offices maintain Aboriginal business directories / lists, but do not distinguish between First Nations, Inuit or Métis entities. The proposed Métis Business Directory will build on these resources wherever possible.

The LRCC and MEDO will lead the development and maintenance of a comprehensive, electronically searchable database of all Métis business enterprises in Manitoba organized around contact information (name, address), geography, sector and products and services with room for "key word" searches.

The directory will increase Métis business competitiveness by broadening awareness of, and connection to opportunities; increasing business collaboration; and, promoting Métis products and services.

The success of the directory will depend on close working relationships between the MMF, the Aboriginal Chamber of Commerce, business community, and federal and provincial departments responsible for procurement and business supports.

Initiative 6: Prepare a Métis Economic Development Communications Strategy

Many Métis are unaware of specific opportunities or programs that support economic development. Through marketing and communications efforts, this broad undertaking is proposed to raise awareness and coordinate efforts to enhance Métis participation in the economy. It will dovetail with other initiatives such as the provincial "Single Window" efforts to improve access to information and programs.

The vision for the Métis economic development strategy provides the primary message for the communications strategy. It will be designed to leverage existing stakeholder resources, activities, events and reports to focus and maintain attention on Métis economic development. It will also seek to identify new resources where required.

Three primary audiences have been identified as targets for the communication strategy: Métis (businesses, individuals, families and communities); the business community; and, all levels of government.

Preliminary communication tools for the promotion of Métis economic development are identified as the Métis Business Directory described under Initiative 5; single window access initiatives; Canada-Manitoba Business Service Centre guides; trade shows; economic development forums; educational materials; broadcast materials; and, promoting Métis business successes.

The communication strategy will increase the overall competitiveness of Métis businesses by broadening awareness of opportunities and support; building and maintaining relationships and

networks; and, connecting businesses to workers and businesses to businesses.

The MEDO will lead the development of the communication strategy with the participation of MMF departments and affiliates and federal and provincial government departments.

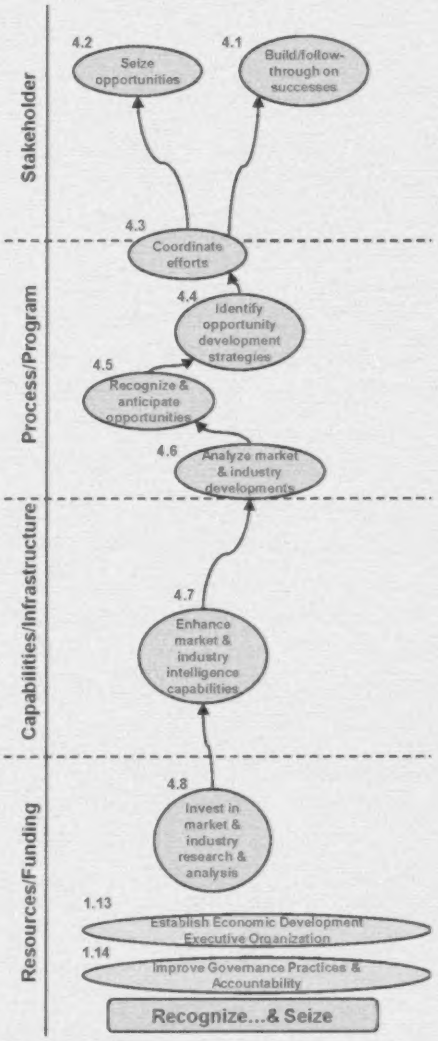
Thrust 4 - Recognize & Seize

Vision Goal

"Fostering strong, healthy and self-reliant Métis families, local communities and businesses in the immediate, medium and long-term by ***recognizing, anticipating and creating*** *economic opportunities promptly and decidedly and coordinating actions to* ***seize*** *them so Métis quality of life is comparable to that of other Manitobans and Canadians."*

Strategic Thrust

The fourth thrust, **Recognize...and Seize**, leverages the improving – collaborative – competitiveness of thrust 3, the improving abilities being provided by thrust 2 and the focused information from thrust 1 to seize opportunities and follow-through on successes. Business partnerships and less formal relationships will permit businesses to coordinate their efforts in collective pursuit of business opportunities. To enable this, disciplined market and industry research will need to be encouraged in businesses of all kinds and sizes so they may identify specific opportunities to pursue.



Thrust 4 Initiatives

To recognize and seize economic opportunities, we recommend:

Initiative 7: Analyze Market Developments to Identify Opportunities for Métis Businesses

The economy of Manitoba is growing steadily in housing, retail and manufacturing sectors. In rural and northern Manitoba, the province's natural resource base and the continuing development of hydro-electric power are providing excellent economic opportunities for Métis businesses. At this

time however, the MMF does not have the capacity to proactively monitor the evolving economy, identify emerging Métis business opportunities and plan strategies to take advantage of them.

In the short-term, the MEDO will establish working groups to identify developing industry sectors and emerging business opportunities. In the longer term, the organization will coordinate actions and investments on an on-going basis, anticipating that the specific opportunities will be led by other agencies within the MMF, private sector and provincial and federal governments.

Initiative 8: Develop MMF Self-Funding Options

All member-based organizations need savings and capital that can be used to finance operations and investments to grow. They can obtain this from two basic sources: outsiders such as banks or government, or within, either by retaining net revenues generated by business activities or from members themselves. Currently, the MMF relies heavily on government and lending institutions to finance its operations.

This initiative is intended to develop independent revenue streams for the MMF through profitable business ventures. A business advisor will be retained to conduct economic and business development research duties, with clear linkages to Initiative 7, identifying opportunities for Métis businesses. He/she will formulate business plans obtaining external expertise where required, as well as research additional funding sources to enable continued development. This may also include recommendations for investment from funds outlined in Initiatives 9 and 10. Duties also include conducting and/or overseeing the implementation phases of various plans, monitoring and evaluating their progress. At least two profitable, self-funding projects will be identified annually.

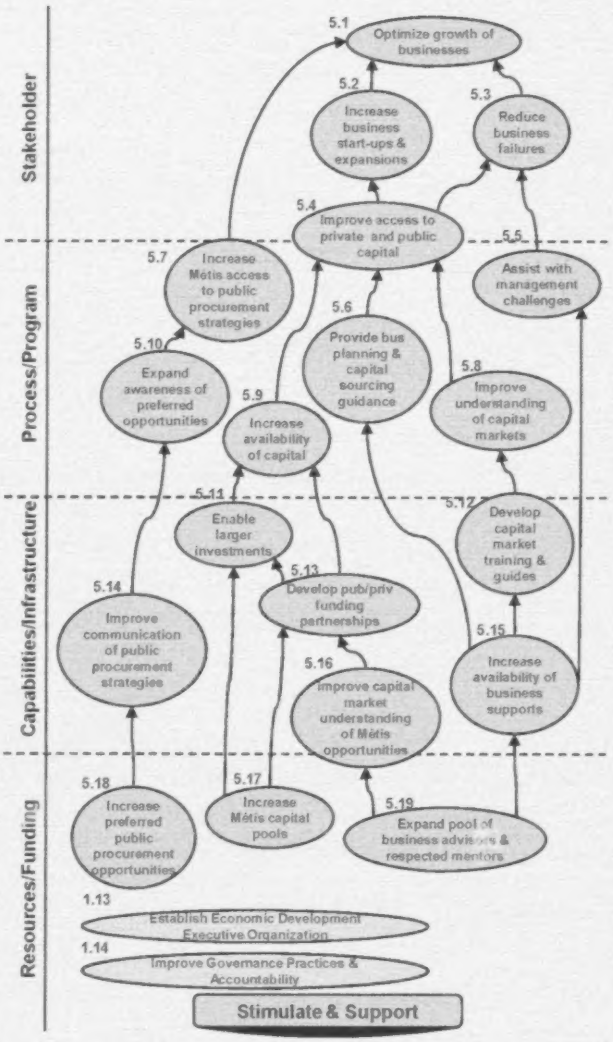
As well as generating a revenue stream for the MMF, this initiative will enhance market and industry intelligence, thus situating the MMF to develop specific development strategies that result in an increasing cycle of business success.

The business advisor will be a part of the MEDO team. INAC and the MMF are developing an agreement to implement this initiative. Partnerships are anticipated federal and provincial departments; business sector councils; and, the private sector.

Thrust 5 - Stimulate and Support

Vision Goal

"Fostering strong, healthy and self-reliant Métis families, local communities and businesses in the immediate, medium and long-term by ***stimulating and supporting the start-up and growth of businesses and partnerships with both the private and public sectors*** *so Métis quality of life is comparable to that of other Manitobans and Canadians."*


Stakeholder
Process/Program
Capabilities/Infrastructure
Resources/Funding
5.1 Optimize growth of businesses
5.2 Increase business start-ups & expansions
5.3 Reduce business failures
5.4 Improve access to private and public capital
5.5 Assist with management challenges
5.6 Provide bus planning & capital sourcing guidance
5.7 Increase Métis access to public procurement strategies
5.8 Improve understanding of capital markets
5.9 Increase availability of capital
5.10 Expand awareness of preferred opportunities
5.11 Enable larger investments
5.12 Develop capital market training & guides
5.13 Develop pub/priv funding partnerships
5.14 Improve communication of public procurement strategies
5.15 Increase availability of business supports
5.16 Improve capital market understanding of Métis opportunities
5.17 Increase Métis capital pools
5.18 Increase preferred public procurement opportunities
5.19 Expand pool of business advisors & respected mentors
1.13 Establish Economic Development Executive Organization
1.14 Improve Governance Practices & Accountability
Stimulate & Support

Strategic Thrust

The final thrust, **'Stimulate & Support'**, builds on elements from all the thrusts to optimize the growth of the businesses through which Métis participate in the economy. It anticipates efforts to increase the number of business start-ups (large and small), facilitate their expansion and help reduce the rate at which they fail. Failures will be reduced by ensuring that appropriate, credible and timely business supports are available. Growth will be stimulated in part by increasing Métis access to preferred status procurement from public and private sectors. Successful start-ups and business expansions will be stimulated through capital education designed to ensure Métis business people and capital lenders/facilitators understand each other. It will also be stimulated by facilitating access to private capital and, for larger investments, to public/private capital partnerships.

Thrust 5 Initiatives

To stimulate and support business start-ups and growth and partnerships we recommend:

Initiative 9: Create a Métis Capital Trust

The need to establish an institutional environment in which investors feel secure is a necessary condition for overcoming access to capital shortfalls. Creating the Métis Capital Trust addresses this need.

In the short term, the trust will establish rules that consistently govern the way affairs are handled and make certain those rules survive changes in leadership and personnel. Specifically, the trust will develop professional and innovative financial controls and record keeping systems that prevent abuses, improve performance monitoring, increase accountability and enhance the overall MMF governing authority's ability to make informed, knowledgeable and *strategic* decisions regarding assets and opportunities. Importantly, the trust provides advantages regarding tax regimes and protects the status of the MMF as a non-profit entity.

Once in place, the trust will help to solve economic development problems in a culturally appropriate manner, build and maintain the support of Métis, private and public sector institutions while remaining at arms length from the MMF governing authority. In doing so, the MMF increases its ability to attract investment, to pursue distinctly Métis goals, and to exercise their governance in economically meaningful ways.

The MMF Head Office with the Manitoba Métis Community Investments Inc. (MMCII) will lead the development of the Métis Capital Trust with professional legal, organizational and financial advice.

Initiative 10: Create a Métis Venture Capital Investment Fund

The MMF itself will require equity capital to implement business plans developed under Initiative 8.

Based on the highly successful Tribal Council Investment Group (TCIG) model, this initiative is intended to fulfill two objectives:

1) Act as a source of MMF investment capital for development of new, and investment in existing viable Métis businesses; and,
2) Invest generally in equity holdings of corporations to generate revenue.

In the short term, governance structure proposals will be developed by the MMF and MEDO with assistance from the LRCC, private sector and provincial departments. While the organization is being established, the MEDO will continue to oversee and coordinate activities until its management and administrative functions are established.

By improving access to capital in both the private and public sectors, the Métis Investment Fund will increase business start-ups and expansions and ultimately optimize the growth of Métis business to contribute significantly to the financial self-reliance of the MMF. The development of business proposals under Initiative 8 have clear linkages to this initiative.

Initiative 11: Create a Métis Regional Economic Development Fund

A Métis Regional Economic Development Fund addresses financing shortfalls experienced by Métis businesses. It also addresses broader management and community economic development priorities.

In the short term, discussions between the MMF and governments to determine the fund's governance structure, overall mandate and financial estimates will be prepared and reviewed by

parties to the process. Upon approval, a working group will be required to define policy and program principles, objectives and criteria. The results of the gap analysis prepared under Initiative 4 have clear linkages to this initiative.

Creating development funds of this nature is often a protracted process because it takes time to assemble the capacity to manage day-to-day operations. To shorten timelines, implementation proposals will aim to build on existing organizational capacity within the MMF and its institutions.

As well as improving access to capital and optimizing the growth of Métis businesses across the province, the Métis Regional Economic Development Fund is likely to result in increased employment as well as new investments and enhanced infrastructure in rural and northern Manitoba.

The initiative will be led by the MMF and LRCC with participation from provincial departments.

Initiative 12: Improve Métis Uptake of Federal and Provincial Procurement Opportunities

Manitoba's Aboriginal firms have been under-represented in responding to government procurement opportunities. To increase their participation in providing goods and services to government, both the Governments of Canada and Manitoba have introduced Aboriginal procurement programs (Federal Procurement Strategy for Aboriginal Businesses and Aboriginal Procurement Initiative in the Government of Manitoba). Métis businesses are not taking full advantage of these opportunities.

Building on the Métis Business Directory described under Initiative 5, the MEDO will work with federal and provincial procurement offices to ensure that Métis businesses are registered as Aboriginal businesses. The communications efforts undertaken under Initiative 6 will highlight public procurement opportunities and the steps Métis business need to take to take advantage of them. Workshops that provide concrete information on how Métis businesses can participate fully in public procurement processes will be expanded.

Initiative 13: Expand the BizCoach Program

BizCoach is a non-profit organization that provides free, comprehensive business mentoring services to Manitoba small businesses. Because the service is delivered by volunteers from within the business community, it is not consistently available for businesses located in rural and northern communities. This initiative strives to expand mentoring services to all regions of Manitoba.

Expanding the already successful BizCoach program will help to address management challenges, reduce business failures and ultimately optimize the growth of Métis businesses.

Based on programming gaps identified in Initiative 4, the MEDO will work with federal, provincial, and private sector stakeholders to determine how to extend coverage of the BizCoach program across Manitoba.

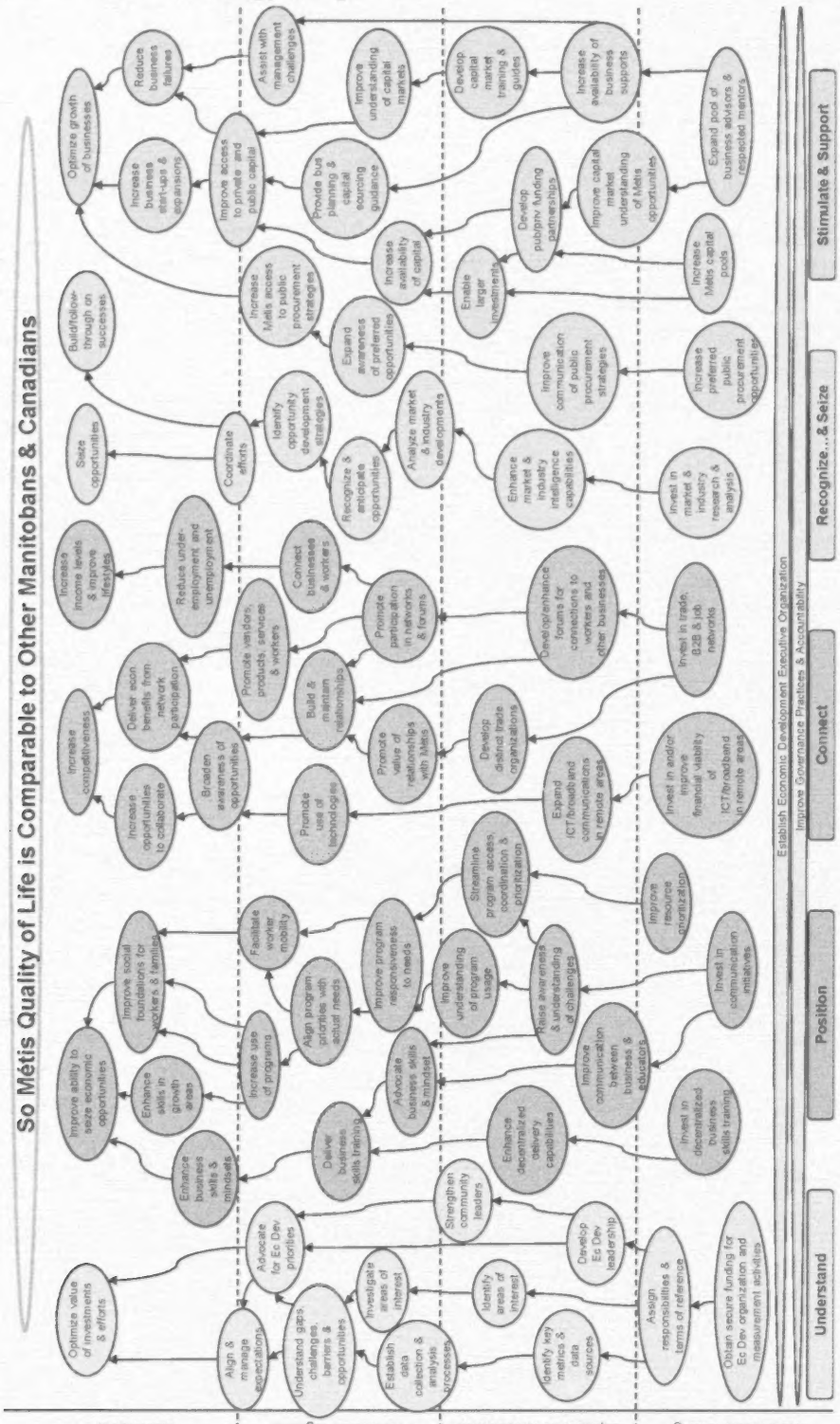
Initiative 14: Capital Market Training and Communications

Bi-directional misunderstanding exists between the capital markets and Métis business people. Capital market players are not fully aware or appreciative of the opportunities presented by Métis ventures. Many Métis business people also do not adequately understand how capital markets work and how to attract investment.

This initiative develops training and communications content dovetailing with the Métis Communications Strategy described in Initiative 6. It will foster more informed and productive relationships between Métis businesses and capital market representatives, as well as advise and promote financial and investment opportunities for Métis interests.

The MEDO will lead training and communications efforts working with the C/MBSC and LRCC.

Appendix 1 – Full Strategy Map


So Métis Quality of Life is Comparable to Other Manitobans & Canadians
Establish Economic Development Executive Organization
Improve Governance Practices & Accountability
Understand
Position
Connect
Recognize...& Seize
Stimulate & Support
Stakeholder
Processes/ Programs
Capabilities/Infrastructure
Resources/Funding
Optimize growth of businesses
Reduce business failures
Assist with management challenges
Increase business start-ups & expansions
Improve access to private and public capital
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Develop capital market training & guides
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Provide biz planning & capital sourcing guidance
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Improve capital market understanding of Métis opportunities
Expand pool of business advisors & respected mentors
Increase availability of capital
Enable larger investments
Increase Métis capital pools
Increase Métis access to public procurement strategies
Expand awareness of preferred opportunities
Improve communication of public procurement strategies
Increase preferred public procurement opportunities
Build/follow-through on successes
Seize opportunities
Coordinate efforts
Identify opportunity development strategies
Recognize & anticipate opportunities
Analyze market & industry developments
Enhance market & industry intelligence capabilities
Invest in market & industry research & analysis
Increase income levels & improve lifestyles
Reduce under-employment and unemployment
Connect businesses & workers
Develop/enhance forums for connections to workers and other businesses
Invest in trade, B2B & job networks
Increase competitiveness
Deliver econ benefits from network participation
Promote vendors, products, services & workers
Promote participation in networks & forums
Build & maintain relationships
Promote value of relationships with Métis
Develop distinct trade organizations
Increase opportunities to collaborate
Broaden awareness of opportunities
Promote use of technologies
Expand ICT/broadband communications in remote areas
Invest in and/or improve financial viability of ICT/broadband in remote areas
Improve ability to seize economic opportunities
Improve social foundations for workers & families
Facilitate worker mobility
Streamline program access, coordination & prioritization
Improve resource prioritization
Enhance skills in growth areas
Increase use of programs
Align program priorities with actual needs
Improve program responsiveness to needs
Improve understanding of program usage
Raise awareness & understanding of challenges
Invest in communication initiatives
Enhance business skills & mindsets
Deliver business skills training
Advocate business skills & mindset
Improve communication between business & educators
Invest in decentralized business skills training
Enhance decentralized delivery capabilities
Strengthen community leaders
Develop Ec Dev leadership
Advocate for Ec Dev priorities
Assign responsibilities & terms of reference
Obtain secure funding for Ec Dev organization and measurement activities
Optimize value of investments & efforts
Align & manage expectations
Understand gaps, challenges, barriers & opportunities
Investigate areas of interest
Identify areas of interest
Identify key metrics & data sources
Establish data collection & analysis processes